



AGO Advisory Task Force on Community Benefits: Meeting 4

JULY 24, 2017

HEALTH CARE DIVISION
OFFICE OF ATTORNEY GENERAL MAURA HEALEY
ONE ASHBURTON PLACE
BOSTON, MA 02108



Agenda

1. Advisory Task Force Goals and Process
2. Community Engagement in Community Health Initiatives
3. Discussion: Community Engagement in Community Benefits



Advisory Task Force Goals and Process

Assessing
Community
Health Need

Meeting 2 (May 22)

Coordinating
Responsive
Investments

Meeting 3 (June 28)

Reporting,
Evaluation &
Learning

Meeting 5 (Sept 5)

Community Engagement

Meeting 4 (July 24)

Financial Assistance/Debt Collection Policies

Meeting 6 (Oct 18)

Review Working Draft of Updated Guidelines

Meeting 7 (Nov 20)



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Commonwealth of Massachusetts Department of Public Health

Determination of Need, Community Health Initiatives: Community Engagement Standards and Principles

**Attorney General's
Advisory Task Force on Community Benefits
July 24, 2017**



Community Engagement: An essential part of Healthcare and Public Health

Engagement in Public Health

- Public health requires “public” participation to plan, develop and implement strategies
- Addressing the Social Determinants of Health and associated inequities require broad sectors’ expertise
- A collective impact approach should be employed to address broad sweeping health disparities/inequities which requires deliberate collaboration

Engagement in Healthcare Delivery

- ACA mandates representation from “*the broad interests of the community*” in community health needs assessments and improvement planning processes
- Massachusetts Attorney General outlines “members of the community involved in the process of developing Community Benefits Mission Statement, plan and programs”

* https://www.irs.gov/irb/2011-30_IRB/ar08.html

** <http://www.mass.gov/ago/docs/healthcare/hospital-guidelines.pdf>

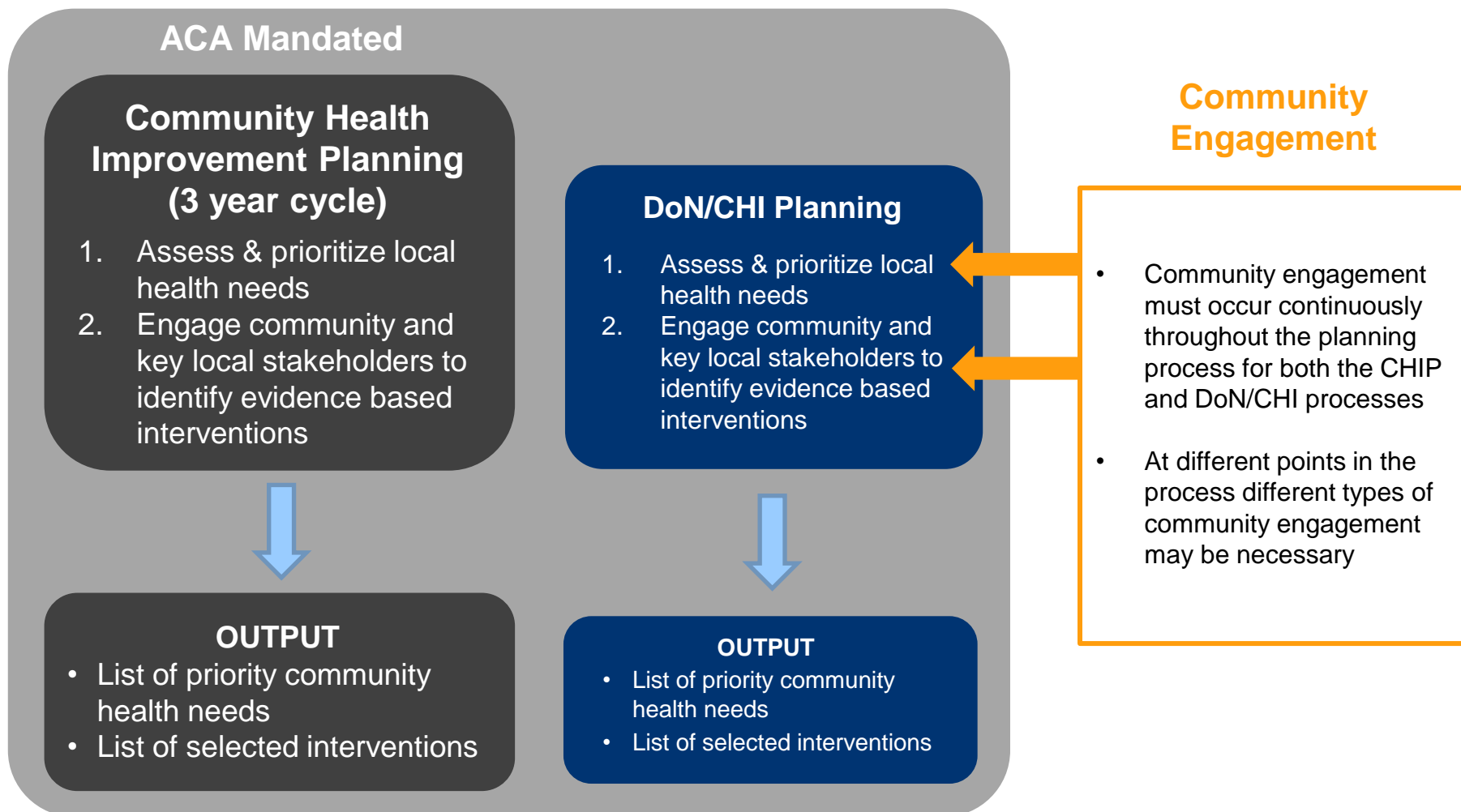


Community Engagement: Central to the goals of DoN-CHI

CHI Overarching Goals	Associated Community Engagement Goals
Appropriate Community Engagement throughout the planning, implementation and evaluation of the CHI process.	The long-term vision of CHI Community Engagement is to encourage cooperation among Applicants with support from many sectors across communities and regions. Ultimately, Community Engagement provides the opportunity for community stakeholders, inclusive of Applicants, to share resources for the benefit, overall, of community health.
Transparency in CHI decision-making.	The inclusion of non-traditional partners' and community members' voices is most likely to lead to solutions that are more context-specific and effective.
Accountability for planned CHI activities.	Robust and inclusive Community Engagement requires shared responsibility from all engaged members. Authentic and transparent engagement builds valuable insight and community-level accountability into the CHI process.
Demonstrating community health impact through strategies and initiatives that influence the social determinants of health and intentionally reduce health inequities.	By ensuring robust Community Engagement throughout the CHI process, DoN Health Priorities can be addressed by working with those subject matter experts who understand and influence those priorities best (e.g. educators and education, housing developers and housing, and business owners and employment).



Community Engagement: A Continuous Process





Community Engagement: A Continuous Process

Community health improvement planning (CHIP):

- Continuous process of community engagement
- At different points in the process different types of community engagement may be necessary



DoN CHI planning process:

- Episodic and fitting into overarching CHIP



Community Engagement: Spectrum of Public Participation

Throughout a community health planning process levels of engagement will likely vary. Based on the International Association of Public Participation's spectrum of engagement, below is a DPH adaptation. DoN Applicants will use this tool to assess their approach to community engagement.

	Inform	Consult	Involve	Collaborate	Delegate	Community Driven / -led
Community Participation Goal	To provide the community with balanced & objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain community feedback on analysis, alternatives, and/or solutions	To work directly with community throughout the process to ensure their concerns and aspirations are consistently understood and considered	To partner with the community in each aspect of the decision including the development of alternatives and identification of the preferred solution	To place the decision-making in the hands of the community	To support the actions of community initiated, driven and/or led processes
Promise to the community	We will keep you informed	We will keep you informed, listen to and acknowledge concerns, aspirations, and provide feedback on how community input influenced decisions	We will work with you to ensure that your concerns & aspirations are directly reflected in the alternatives developed and provide feedback on how that input influenced decisions	We will look to you for advice & innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide, or follow your lead generally on the way forward	We will provide support to see your ideas succeed
Examples	<ul style="list-style-type: none">•Fact sheets•Web sites•Open Houses	<ul style="list-style-type: none">•Public comments•Focus groups•Surveys•Community meetings	<ul style="list-style-type: none">•Workshops•Deliberative polling•Advisory groups	<ul style="list-style-type: none">•Advisory groups•Consensus building•Participatory decision making	<ul style="list-style-type: none">•Advisory groups•Volunteers/ stipended•Ballots•Delegated decision	<ul style="list-style-type: none">•Community-based processes•Stipended roles for community•Advisory groups

*Spectrum adapted from http://c.ymcdh.com/sites/www.iap2.org/resource/resmgr/imported/IAP2%20Spectrum_vertical.pdf



Applying Public Participation Standards to the CHI process

- 1) CHI Funding Planning, Prioritization and Strategy Selection:
 - a) Minimum Standard: Collaborate
 - b) Relevant CHIP stages: “Focus on What’s Important” and “Choose Effective Policies and Programs”
- 2) CHI Procurement Process
 - a) Minimum Standard: Involve
 - b) Relevant CHIP stages: “Choose Effective Policies and Programs” and beginning stages of “Act on What’s Important”
- 3) CHI Implementation
 - a) Minimum Standard: Consult
 - b) Relevant CHIP stages: “Act on What’s Important”
- 4) Evaluation of CHI
 - a. Minimum Standard: Consult
 - b. Relevant CHIP Stages: Evaluate

These standards assume a robust community health needs assessment (CHIP stage of “Assess Needs and Resources”) that is the basis for action.
What should the minimum community engagement standard be for this stage?



Important Considerations for any Community Engagement Strategy

POWER SHARING

Acknowledging diversity in background, experience, culture, income, and education and examining how society produces privilege, racism, and inequalities in power should be central to the process of Community Engagement. - US Centers for Disease Control and Prevention

TRANSPARENCY

Transparency ensures that the engagement process provides clearly defined, realistic objectives and articulates how engagement will impact the decision-making process.

ACCOMMODATIONS

- Communication
- Location
- Time
- Childcare
- Food and Stipends

FACILITATION

Due to partnership dynamics, effective community engagement processes require skilled facilitation.

ACHIEVING REPRESENTATIVENESS

“Grass Tops” versus “Grassroots”: A grass tops approach is when community representation is conducted through identified leaders (i.e. the name emerges from the idea of leaders at the top of organizations) and a grassroots approach is when the public is broadly engaged in the process.



Operationalizing Community Engagement

Leveraging existing national standards and guidelines, DPH is asking the applicants to meet the goals of transparency and authentic, robust community engagement. DPH has developed three tools to operationalize the standards:

1. Community Engagement Plan

If required, this form is used by the Applicant to describe community engagement activities that will take place to comply with DPH community engagement requirements

2. Applicant Self Assessment of Community Engagement

Required of all Applicants, this form is used to provide the department with an accurate picture of the level of community engagement used in the Applicants CHNA/CHIP

3. Community Engagement Stakeholder Assessment

Required of all Applicants, these forms are used to ensure that community stakeholders have an opportunity to describe their perceptions and experiences with the Applicants community engagement process

Thank you!

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Discussion Questions

1. What is the current state of community engagement in the Community Benefits process? What are areas that are working well and what needs improvement?
2. What core standards for community engagement should be reflected in the Guidelines? For each of the following stages?
 - a. Needs assessment
 - b. Program planning/prioritization
 - c. Program evaluation
3. How should filers report to the AGO on community engagement in their Community Benefits process so as to best facilitate transparency and public engagement and to showcase the work of the organization?



Useful Information

Next meeting: Tuesday September 5th, 2-4 pm
One Ashburton Place, 21st Floor
Conference Rooms 1 & 2

Topic: Discussion of program evaluation and learning

Questions? Contact Project Manager
Elana Brochin at (617) 963-2387